Appendix A

Workforce Survey in Support of Employment Equity

Public Service
Commission

The Government of Saskatchewan is committed to fair treatment of all employees, including women, persons of Aboriginal ancestry, persons with physical or mental disabilities and members of visible minorities, with respect to their employment in the public service.

One indication of fair treatment is whether these groups are employed at all levels and in all areas of the public service.

By analysing our workforce, we are able to take positive measures to eliminate any inequalities in our employment systems.

Although we already know which of you are male or female, we do not have good information concerning which of you are persons of Aboriginal ancestry, persons with disabilities or members of visible minorities.

This survey is being conducted in cooperation with the Government of Saskatchewan, the Saskatchewan Government Employees' Union and the Canadian Union of Public Employees, Local 600. The results will be used to develop and monitor Employment Equity Plans.

The questions on the reverse side of this page are optional; however, your cooperation in completing this survey would be very much appreciated.

Your responses will be kept ***confidential***, unless you want to take advantage of opportunities that may be available through the Employment Equity Plan. If you do want to take advantage of these opportunities, please complete section 2 of this form.

All employees are asked to complete the survey.

Workforce Survey in Support of Employment Equity

Employees should complete this portion to help us account for all surveys.

Name _____ Department _____

Section 1

The responses to Section 1 are confidential unless you answer "yes" in Section 2.

A. Aboriginal ancestry includes Indian, Metis and Inuit.

Do you consider yourself to be of Aboriginal ancestry?
If yes, please check the appropriate category:

Indian ☐ Metis ☐ Inuit ☐

B. Physical or mental disability is a persistent and severe disability which limits employment activities and includes:

- any condition which requires a technical aid and/or service to allow you to perform your work responsibilities;
- any condition which requires a modification of job responsibility, adjustment of work hours, extra rest breaks or time off/leave to obtain treatment as necessary.

Physical disability also includes a physical condition which is visible to people, and therefore may impact on your employment.

Do you have a disability according to any of the above definitions?

Yes ☐ No ☐

C. Members of visible minorities are defined as persons, other than Aboriginal persons, who are considered to be non-white in colour. This refers to racial background, not religion or nationality. People who are members of visible minorities may have been born in Canada or elsewhere.

Do you consider yourself to be a member of a visible minority?

Yes ☐ No ☐

Section 2

If you are a woman, a person of Aboriginal ancestry, a person with a disability or a member of a visible minority group, do you wish to take advantage of possible opportunities that may be available through the Employment Equity Plan?

Yes ☐ No ☐

If you answer "yes", the information which you have provided in Sections 1 and 2 will be shared with your Human Resources Branch. If you answer "no" the information will remain confidential and will be reflected in general statistics only.

Appendix B

Table 1
Persons of Aboriginal Ancestry
Representation in Government - By Type of Position

	Filled Positions				Persons of Aboriginal Ancestry			
March 31, 1993								
Type of Position	O/S	SGEU	CUPE	Total	O/S	SGEU	CUPE	Total
Permanent	2128	4777	795	7700	36	187	26	249
Temporary	44	523	33	600	0	23	1	24
Part-time	29	1342	124	1495	1	62	3	66
Casual	22	1109	399	1530	0	42	7	49
Labour Service	0	963	0	963	0	31	0	31
Total	2223	8714	1351	12288	37	345	37	419 (3.4%)
March 31, 1994								
Permanent	2072	5000	769	7841	50	296	28	374
Temporary	57	449	39	545	5	63	1	69
Part-time	24	1213	147	1384	0	102	8	110
Casual	12	485	226	723	0	44	3	47
Labour Service	0	756	0	756	0	16	0	16
Total	2165	7903	1181	11249	55	521	40	616 (5.5%)

Table 2
Persons with Disabilities
Representation in Government - By Type of Position

	Filled Positions				Persons with Disabilities			
Type of Position	O/S	SGEU	CUPE	Total	O/S	SGEU	CUPE	Total
March 31, 1993								
Permanent	2128	4777	795	7700	65	154	16	235
Temporary	44	523	33	600	1	10	0	11
Part-time	29	1342	124	1495	0	25	0	25
Casual	22	1109	399	1530	1	9	1	11
Labour Service	0	963	0	963	0	13	0	13
Total	2223	8714	1351	12288	67	211	17	295 (2.4%)
March 31, 1994								
Permanent	2072	5000	769	7841	70	201	27	298
Temporary	57	449	39	545	0	13	0	13
Part-time	24	1213	147	1384	2	28	1	31
Casual	12	485	226	723	1	7	1	9
Labour Service	0	756	0	756	0	2	0	2
Total	2165	7903	1181	11249	73	251	29	353 (3.1%)

Table 3
Members of Visible Minority Groups

	Filled Positions				Members of Visible Minority Groups			
Type of Position	O/S	SGEU	CUPE	Total	O/S	SGEU	CUPE	Total
March 31, 1994								
Permanent	2072	5000	769	7841	47	102	19	168
Temporary	57	449	39	545	2	18	2	22
Part-time	24	1213	147	1384	2	15	4	21
Casual	12	485	226	723	0	5	3	8
Labour Service	0	756	0	756	0	0	0	0
Total	2165	7903	1181	11249	51	140	28	219 (1.9%)

Table 4
Women
Representation in Government - By Type of Position

	Filled Positions				Women			
March 31, 1993								
Type of Position	O/S	SGEU	CUPE	Total	O/S	SGEU	CUPE	Total
Permanent	2128	4777	795	7,700	744	2606	586	3936
Temporary	44	523	33	600	24	401	27	452
Part-time	29	1342	124	1495	21	1023	108	1152
Casual	22	1109	399	1530	16	756	279	1051
Labour Service	0	963	0	963	0	134	0	134
Total	2223	8714	1351	12288	805	4920	1000	6725 (54.7%)
March 31, 1994								
Permanent	2072	5000	769	7841	765	2735	563	4063
Temporary	57	449	39	545	37	329	32	398
Part-Time	24	1213	147	1384	14	948	121	1083
Casual	12	485	226	723	11	343	153	507
Labour Service	0	756	0	756	0	98	0	98
Total	2165	7903	1181	11249	827	4453	869	6149 (54.7%)

Table 5
Workforce Analysis of Permanent Staff[1] By Occupational Groups
March 31, 1994

Occupational Group	Female	Aboriginal	Disabled	Visible Minority	Survey Completed
Administrative, Fiscal and Clerical	81.3%	3.4%	4.7%	1.8%	56.4%
Engineering and Applied Sciences	2.5%	4.2%	3.5%	0	49.5%
Agricultural and Environmental Resources	7.5%	3.2%	1.2%	.7%	55.2%
Inspection and Regulatory	26.2%	3.8%	5.9%	1.7%	57.4%
Education	47.3%	0	3.2%	8.6%	67.7%
Medical and Related Services	77.1%	3.8%	2.7%	2.8%	44.2%
Social Services	44.4%	13.1%	4.8%	2.8%	68.6%
Trades, Labour and Operational Services	28.0	3.2%	2.6%	1.6%	52.4%

[1] Permanent employee means the incumbent of a position in the classified service or in labour service whose appointment has been confirmed in accordance with **The Public Service Act** and the SGEU and CUPE Collective Bargaining Agreements.

Table 6
Workforce Analysis of Non-Permanent Staff[1] by Occupational Groups
March 31, 1994

Occupational Group	Female	Aboriginal	Disabled	Visible Minority	Survey Completed
Administrative, Fiscal and Clerical	89.4%	5.8%	2.5%	1.5%	54.5%
Engineering and Applied Sciences	23.1%	3.8%	3.8%	0	42.3%
Agricultural and Environmental Resources	13.4%	4.0%	1.2%	.4%	46.6%
Inspection and Regulatory	11.8%	4.7%	3.5%	0	69.4%
Education	67.5%	2.5%	5.0%	2.5%	75.0%
Medical and Related Services	78.7%	2.3%	0.5%	1.3%	31.8%
Social Services	58.8%	20.7%	1.5%	2.3%	58.9%
Trades, Labour and Operational Services	57.4%	5.7%	.7%	2.1%	39.7%

[1] Non-permanent employee means one who is employed on a part-time basis (employed for irregular hours of duty or for specific intermittent periods or both) or on a temporary basis (tenure of employment is limited without acquisition of any continuing right to be retained as an employee beyond such period).

Table 7
Workforce Analysis of Permanent and Non-Permanent Staff
By Occupational Groups and Gender for Persons of Aboriginal Ancestry
March 31, 1994

	Persons of Aboriginal Ancestry		All Employees	
Occupational Group	**Female**	**Male**	**Female**	**Male**
Administrative, Fiscal and Clerical	90.7%	9.3%	84.5%	15.5%
Engineering and Applied Sciences	15.4%	84.6%	4.2%	95.8%
Agricultural and Environmental Resources	4.3%	95.7%	9.7%	90.3%
Inspection and Regulatory	23.1%	76.9%	22.4%	77.6%
Education	0%	100%	53.4%	46.6%
Medical and Related Services	78.8%	21.2%	77.7%	22.3%
Social Services	55.3%	44.7%	49.8%	50.2%
Trades, Labour and Operational Services	16.7%	83.3%	37.2%	62.8%

Table 8
Workforce Analysis of Permanent and Non-Permanent Staff
By Occupational Groups and Gender for Persons with Disabilities
March 31, 1994

	Persons With Disabilities		All Employees	
Occupational Group	**Female**	**Male**	**Female**	**Male**
Administrative, Fiscal and Clerical	73.7%	26.3%	84.5%	15.5%
Engineering and Applied Sciences	0%	100.0%	4.2%	95.8%
Agricultural and Environmental Resources	25.0%	75.0%	9.7%	90.3%
Inspection and Regulatory	17.6%	82.4%	22.4%	77.6%
Education	40.0%	60.0%	53.4%	46.6%
Medical and Related Services	46.7%	53.3%	77.7%	22.3%
Social Services	43.1%	56.9%	49.8%	50.2%
Trades, Labour and Operational Services	22.2%	77.8%	37.2%	62.8%

Table 9
Workforce Analysis of Permanent and Non-Permanent Staff
By Occupational Groups and Gender for Members of Visible Minority Groups
March 31, 1994

	Members of Visible Minority Groups		All Employees	
Occupational Group	**Female**	**Male**	**Female**	**Male**
Administrative, Fiscal and Clerical	68.4%	31.6%	84.5%	15.5%
Engineering and Applied Sciences	0%	0%	4.2%	95.8%
Agricultural and Environmental Resources	0%	100.0%	9.7%	90.3%
Inspection and Regulatory	75.0%	25.0%	22.4%	77.6%
Education	33.3%	66.7	53.4%	46.6%
Medical and Related Services	63.9%	36.1%	77.7%	22.3%
Social Services	36.5%	63.5	49.8%	50.2%
Trades, Labour and Operational Services	62.5%	37.5%	37.2%	62.8%

Table 10
Staffing of Permanent Positions by External Hires*
April 1, 1993 to March 31, 1994

Occupational Group	Total	Female	Aboriginal	Disabled	Visible Minority
Administrative, Fiscal and Clerical	43	55.8%	11.6%	2.3%	2.3%
Engineering and Applied Sciences	2	0%	0%	0%	0%
Agricultural and Environmental Resources	4	25.0%	0%	0%	0%
Inspection and Regulatory	15	73.3%	0%	0%	6.7%
Education	2	50.0%	0%	0%	0%
Medical and Related Services	37	78.4%	5.4%	0%	2.7%
Social Services	30	66.7%	30.0%	0%	0%
Trades, Labour and Operational Services	6	100.0%	0%	0%	0%
M & P Levels 1 to 6	84	56.0%	3.6%	8.3%	1.2%
M & P Levels 7 to 12	48	35.4%	10.4%	6.3%	2.1%
Other	13	50.0%	0%	8.3%	8.3%
Total	284	57.0%	8.5%	4.2%	2.1%

External hires means persons who were not previously employed in the government 30 days prior.

Table 11
Staffing of Non-Permanent Positions by External Hires
April 1, 1993 to March 31, 1994

Occupational Group	Total	Female	Aboriginal	Disabled	Visible Minority
Administrative, Fiscal and Clerical	667	86.2%	9.9%	2.2%	1.8%
Engineering and Applied Sciences	23	17.4%	4.3%	0%	0%
Agricultural and Environmental Resources	85	18.8%	12.9%	0%	0%
Inspection and Regulatory	53	20.8%	5.7%	5.7%	0%
Education	21	61.9%	4.8%	4.8%	0%
Medical and Related Services	205	83.4%	2.4%	2.0%	2%
Social Services	299	71.9%	25.8%	1.7%	4%
Trades, Labour and Operational Services	80	43.8%	3.8%	0%	1.2%
M & P Levels 1 to 6	88	73.9%	8.0%	1.1%	1.1%
M & P Levels 7 to 12	17	29.4%	23.5%	0%	0%
Other	12	83.3%	8.3%	0%	16.7%
Total	1550	72.3%	11.5%	1.9%	2.1%

Note: Casual employees are not included.

Table 12
Promotion and Reclassification of Permanent Staffing
April 1, 1993 to March 31, 1994

Occupational Group	Total	Female	Aboriginal	Disabled	Visible Minority
Administrative, Fiscal and Clerical	92	77.2	2.2%	1.1%	1.1%
Engineering and Applied Sciences	1	0%	0%	0%	0%
Agricultural and Environmental Resources	14	21.4%	14.3%	14.3%	0%
Inspection and Regulatory	15	60.0%	0%	6.7%	0%
Education	2	0%	0%	0%	0%
Medical and Related Services	27	74.1%	7.4%	0%	3.7%
Social Services	52	55.8%	7.7%	1.9%	1.9%
Trades, Labour and Operational Services	8	75.0%	0%	0%	12.5%
M & P Levels 1 to 6	97	68.0%	3.1%	3.1%	1.0%
M & P Levels 7 to 12	87	44.8%	3.4%	0%	0%
Other	9	11.1%	0%	0%	22.2%
Total	404	60.4%	4.0%	2.0%	1.7%

Table 13
Turnover of Permanent Positions
April 1, 1993 to March 31, 1994

	Total	Female	Aboriginal	Disabled	Visible Minority	Survey Completed
Retirement	81	44.4%	0%	9.9%	1.2%	23.5%
Resignation	121	56.2%	5%	0%	.8%	27.3%
Layoff	145	44.8%	4.8%	2.8%	.7%	24.8%
Termination for Cause	13	30.8%	7.7%	15.4%	0%	30.8%
Other	87	33.3%	5.7%	5.7%	0%	14.9%
Total	447	45.2%	4.3%	4.3%	.7%	23.5%

Table 14
Non-Article 22 (Appendix E) Positions
April 1, 1993 to March 31, 1994

Status	Number	Percent
Approved	24	51.1%
Denied	14	29.8
Withdrawn	6	12.8
Competition Cancelled	1	2.1
Pending	1	2.1
Bumping	1	2.1
Total	47	100.0%

Table 15
Exit Interviews [1]
April 1, 1993 to March 31, 1994

Designated Group	Employee Status		Length of Service		Classification [2]	Reason for Resignation [3]
	Permanent	Casual/Part-time/Temporary	Minimum	Maximum		
Woman in Management	13	3	5.5 mos.	19 years		
Women in non-traditional positions	9	18	7 weeks	13 years		
Aboriginal	0	22	3 weeks	7.3 years		
Disability	0	3	3 weeks	3 months		
Visible Minority	1	5	3 weeks	2.5 months		
Total	23	51				

1 Includes only self-declared employees who voluntarily agreed to be interviewd.

2 See List of Classifications

3 See List of Reasons for Resignation

Classifications:

Management:
Manager
PL3,4,5,6
ML4,7,9
Admin. Officer
Loan Admin. Officer
Educational Consultant
Tourism Industry Consultant 2
Information Services Officer 3
Industry & Commerce Consultant 3

Aboriginal:
Clerk 1,2
Clerk Typist 2
Accounting Clerk
Corrections Worker
Sales & Service Attendant
Engineering Assistant 1
Resource Officer
PL4

Non-traditional:
Credit Officer
Credit Advisor
Agrologist
Geologist 1
Geologist Assistant 2
Geological Lab Worker 1
General Service Worker 1
Engineering Assistant 2
Public Health Inspector 1
Lab Tech. 1
Corrections Worker
Apprenticeship and Labour Standards Inspector 1
Occupational Health Officer

Disability:
Clerk Typist 2
Clerk 2
Public Health Inspector 1

Visible Minority:
Information Services Officer 2
Clerk Typist 2

Reasons for Resignation:

Bumped	2
Family Obligations	1
Layoff	4
New Job	22
Relocation	4
Retirement	1
Term Completed	33
Return to School	6
Other	1
Total	74

Table 16
Staffing of Summer Students by Occupational Groups - 1993

Occupational Group	Total	Female	Aboriginal	Disabled	Visible Minority
Administrative, Fiscal and Clerical	219	65.3%	4.1%	1.8%	6.4%
Engineering and Applied Sciences	64	32.8%	3.1%	0%	0%
Agricultural and Environmental Resources	56	12.5%	32.1%	1.8%	0%
Inspection and Regulatory	9	44.4%	0%	0%	0%
Medical and Related Services	126	66.7%	1.6%	0%	5.6%
Social Services	34	79.4%	20.6%	0%	0%
Trades, Labour and Operational Services	119	58.8%	.8%	0%	3.4%
M & P Levels 1 to 6	3	0%	0%	0%	0%
Not Coded*	44	N/A	36.4%	0%	1.1%
Total	674	56.5%	8.2%	.9%	4.5%

* Based on data collected by the PSC Summer Student Program, these statistics represent actual hires, who had not been coded by occupational groups in the Human Resource Computer System.

Source: HRS Computer System, PSC
Summer Student Program, Staffing and Development Division, PSC

Table 17
Summer Student Program Applicants and Hires - 1993

Designated Group	Applications	Students Hired	Percent Hired
Persons of Aboriginal Ancestry [1]	243	55	22.6%
Persons with a Disability [1]	57	6	10.5%
Members of Visible Minority Groups [1]	224	30	13.4%
Women [2]	2199	290	13.2%
Traditional		212	
Non-traditional		78	
Non-Employment Equity Candidates	2636	293	11.1%
Total	5353 [3]	674	12.6%

[1] Self-declared.
[2] This is the total number of women applicants which cannot be broken down into categories of traditional and non-traditional. Applications from women are not restricted to these two categories on the application form.
[3] The designated group total is less than the sum of the individual groups because several applicants belong to more than one designated group.

Source: Summer Student Program, Staffing and Development Division, PSC

Table 18
Accessibility Renovations
Saskatchewan Property Management Corporation
1993/94

Building	Renovation	Location	Total Cost
Mistashnik Place	Washroom renovations	LaRonge	$ 500.00
SIAST Palliser Campus	T-block washroom upgrade	Moose Jaw	45,000.00
Valley View Centre	Iroquois Cottage washrooms	Moose Jaw	25,000.00
Kramer Place	Second floor washrooms	North Battleford	5,500.00
MacIntosh Mall	Parkade access improvement	Prince Albert	23,000.00
Corrections College	Washroom renovations	Prince Albert	15,000.00
MacIntosh Mall	Student Services Area	Prince Albert	3,500.00
Centre of the Arts	Automatic door and ramp	Regina	21,000.00
2350 Albert Street	Main entrance doors and rail	Regina	13,000.00
2350 Albert Street	Elevator alarms	Regina	4,700.00
Walter Scott Building	Install handrail	Regina	900.00
SIAST Kelsey Institute	Upgrade six washrooms	Saskatoon	28,900.00
E.A. Davies Building	Exterior handrail	Saskatoon	1,200.00
Sturdy Stone Centre	Upgrade elevators	Saskatoon	3,400.00
Court House	Install handrail on stairs	Wynyard	600.00
Total			$ 191,200.00

Source: Saskatchewan Property Management Corporation

Appendix C

Sample Positions by Level
Management and Professional Classification Plan

	Monthly Pay Rates March 31, 1994
LEVEL 1	
Supervisor, Institutional Services	$2,571 - 3,344
Supervisor, Word Processing Unit	
Assistant Budget Officer	
LEVEL 2	
District Administrative Officer	$2,777 - 3,609
Assistant Secretary and Accountant	
Trust Officer	
Computer Services Analyst	
Programs Manager	
Divisional Administrative Officer	
Supervisor, Network Services Centre	
LEVEL 3	
Loans and Grants Supervisor	$2,998 - 3,898
Area Maintenance Supervisor	
Food Services Manager	
Manager, Property Control	
Dental Region Administrator	
Shift Supervisor, Nursing	
Ombudsman Investigator	
Resident Supervisor	
Securities Officer	
LEVEL 4	
Project Engineer	$3,239 - 4,211
Chief Steam Heat and Power Plant Engineer	
Team Leader, Normal Living Unit	
Sheriff	
Personal Property Registrar	
District Maintenance Supervisor	
Registrar, Land Titles	
Manager, Processing Unit	
Personnel Administrator	
Junior Financial Management Analyst	
Community Planner	
Development Officer	
Petroleum Engineer	
LEVEL 5	
Park Superintendent	$3,496 - 4,547
Director, Community Training Residence	
Director of Nursing, Mental Health Region	
Director, Vital Statistics	
District Co-ordinator, Rehabilitative Services	
Manager, Payroll Control	
Manager of Accounting	
Community Planner	
Departmental Budget Officer	
Systems Analyst	
Curator	
Chiropodist	
Management Analyst	

LEVEL 6

Deputy Director, Correctional Centre Security	$3,776 - 4,910
District Design Engineer	
Social Services District Director	
Regional Director, Alcoholism	
Manager, Occupational Health and Safety	
Director of Communications	
Assistant Director of Human Resources	
District Maintenance Engineer	
Social Services Assistant District Director	
Director, Administrative Services	
Manager, Computer Services	
Development Manager	
Senior Policy Analyst	
Assistant Director, Development	
Intermediate Financial Management Analyst	
Project Geologist	
Program Supervisor, Mental Health Region	

LEVEL 7

Director of Social Work	$4,040 - 5,252
Manager, Provincial Wildlife Regions	
Director of Nursing, Northern Health Services	
Director, Hospital Standards	
Chief Psychologist	
Manager, Agricultural Engineering	
Assistant Principal, Administration	
Director, Management Services Branch	
Director, Public Health Nursing	
Social Services Program Consultant	
Director, Rehabilitation Services	
Senior Hospital Administration Analyst	
Resource Management Consultant, Potash/Coal	
Chief Chemist	
Engineer of Mines	
Senior Planner	
Development Consultant	
Project Centre Manager	

LEVEL 8

Director, Mental Health Region	$4,323 - 5,620
Social Services District Director	
Director, Promotions	
Manager, Audit and Investigation Branch Offices	
Director, Administrative Services	
Regional Manager, Extension Services	
Director, Home Care	
Regional Director, Northern Field Services	
Director, Information Management	
Director, Facilities Development	
Director, Surfacing Branch	
Head, Industrial Minerals	
Associate Director, Program Development	
Director, Tax Policy	
Senior Financial Management Analyst	
Senior Toxicologist	

LEVEL 9	
District Engineer	$4,628 - 6,015
Assistant Principal, Programs	
Director, Correctional Centre	
Manager, Occupational Hygiene	
Director, Administrative Services	
Director, Transportation Policy	
Petroleum Consultant	
Senior Science and Technology Co-ordinator	
LEVEL 10	
Executive Director, Public Employees Benefits Agency	$4,950 - 6,436
Director, Court Services	
Director, Forestry	
Director, Field Services	
Director, Institutional Operations	
Director, Policy, Planning and Research	
Director of Negotiations	
LEVEL 11	
Executive Director, Continuing Care	$5,296 - 6,886
Executive Director, Support Services Division	
Executive Director, Agricultural Extension Services	
Executive Director, Policy Research & Management Services	
Executive Director, Psychiatric Services	
LEVEL 12A	
Executive Director,Operations Division	$5,669 - 7,369
Executive Director, Petroleum & Natural Gas	
LEVEL 12B	
Associate Deputy Minister, Finance	$5867 - 7,626
Associate Deputy Minister, Health	

Appendix D

Non-traditional SGEU Occupations for Women

Agrologist 1-3
Airport Operator 1
Apprenticeship and Labour Standards Inspector I
Assistant Farm Manager
Audiological Electronics Technician
Audio-Visual Technician 2
Auditor 1-4
Commercial Artist 2
Community Planner 1
Community Planning Technician 1-3
Computer Operator 1-2
Conservation Officer-Pilot
Cooperative Management Advisor 1-2
Coordinator, Colleges
Correction Services Officer 1-2
Corrections Worker 1-3
Culture & Recreation Consultant 1-3
Curriculum & Examination Development Officer
Data Processing Operator 1
District Engineering Coordinator
Draftsperson 2-4
Educational Consultant
Engineering Assistant 1-2
Engineering Technician 1-2
Equipment Officer
Equipment Operator 1-3
Farm Worker 1-3
Ferry Operator 1-2
Fieldworker 1-2
Fire Control Coordinator
Fire Prevention Officer 1-2
Fish & Wildlife Ecologist 1-2
Food Services Supervisor 1
Forest Photo Interpreter 1-3
Forester 2-3
General Maintenance Mechanic 1
General Service Worker 1-4
Geological Laboratory Worker 1
Geologist 1
Heating & Power Plant Engineers 2-3
Highway Traffic Officer 1-2
Industry & Commerce Consultant 1-3
Investigator 1-3
Journeyman 1-2
Laboratory Scientist 1-2
Laboratory Technologist 1-3
Labourer
Lands Plans Examiner 1-3
Lands Appraiser
Livestock Technician 2-3
Livestock Inspector 1-3
Maintenance Worker Sask Boys School
Medical Equipment Technician 1
Mines Inspector & Mines Rescue Inspector
Municipal Administration Advisor 1
Museum Technician 2-3
Occupational Health Officer
Occupational Hygienist 2-3
Operational Service Worker 1-2
Park Planner 1-2
Pasture Manager 1-2
Petroleum and Natural Gas Technician 1 - 3
Petroleum Development Officer 1-2
Pharmacist 2-3
Pickup and Delivery Person
Postal Clerk 1-2
Printing Service Technician 1
Property Agent 1-2
Property Control Officer
Public Health Inspector 1-2
Radio Operator
Radio Technician
Regional Coordinator 1
Resource Officer 1-4
Resource Maintenance Supervisor 1-2
Revenue Administrator 1
Revenue Officer 1-6
Senior Storekeeper
Senior Public Health Inspector
Shop Supervisor 1
Standards Consultant C.S.C.S.
Stock Clerk 1-2
Storekeeper
Superintendent of Education
Supervising Radio Technician
Supervisor of Lands
Supervisor of Facilities Planning
Supervisor Operations (General)
Tourist Industry Consultant 1-3
Trades Helper 1
Trades Instructor
Tradesperson 1
Transport Operator 1
Tax Auditor 3-4
Technical Safety Inspector 1-3
Water Development Project Supervisor 2

Non-traditional CUPE 600 Occupations for Women

Baker
Driver
Firefighter
Head Upholsterer
Journeyman 2
Laundry Workers 2-4
Medical Equipment Technician
Psychologist 1-3
Storekeeper
Senior Storekeeper

Appendix E

ACS has a total of 238.5 person years. Of these, 102.5 are in-scope (SGEU) (85 permanent, 17.5 non-permanent and 136 are out-of-scope Board Minute positions. The latter statistics are not included in the Human Resources System (HRS) computer system at PSC and are, therefore, compiled manually by the Treasury Board corporation. Table 1 presents the ACS staff complement.

Table 2 illustrates the external and internal recruitment done by ACS, which have been included in the overall government statistics.

Table 1
ACS - Employment Equity Statistics

	Total Positions	Women in Management	Women in Non-Traditional	Persons of Aboriginal Ancestry	Persons with Disabilities	Persons of Visible Minorities
In-Scope	102.5	N/A	0	2	2	0
Out-of-Scope	136	25	12	1	2	2
Total	238.5	25	12	3	4	2

Table 2
ACS 1993/94 - Board Minute Appointments

	External Recruitment		Internal Recruitment		
	Management	Non-Traditional	Management	Non-Traditional	Total
Permanent Appointments					
Transfers within departments	0	0	0	0	0
Promotions within departments	0	0	0	0	0
Competitions	1	0	0	0	1
Secondments within departments	0	0	0	0	0
Upward reclass based on new duty assignments	0	0	9	8	17
Other methods of appointment	0	0	0	0	0
Labour Service	0	0	0	0	0
Non-Permanent Appointments					
Temporary	1	1	3	2	7
Part-Time	0	0	0	0	0
Casual	0	0	0	0	0
Labour Service	0	0	0	0	0
Total	2	1	12	10	25

Appendix F

Employment Equity Coordinators
March 31, 1994

Erna Stinnen
Agriculture and Food

Janice Fox
Agricultural Credit Corporation of Saskatchewan

Tom Douglas
Economic Development

Dawn McDougall
Education, Training and Employment

Sharron Powers
Energy and Mines

Janine Orban
Environment and Resource Management

Don Wincherauk
Executive Council

Cal Malhiot
Finance

Kelly Kummerfield
Health

Rebecca McLellan
Highways and Transportation

Wayne McKenzie
Indian and Metis Affairs Secretariat

Joan Lowery/Donna Mitchell
Justice

Janis Rathwell
Labour

Jerry Frass
Milk Control Board

Sandra McDonald
Municipal Government

Carol Spencer
Office of the Ombudsman

Cathy Dermody
Provincial Secretary

Elizabeth Smith
Public Service Commission

Marilyn Turnich
Sask. Municipal Board

Dave Atkinson
Social Services

Joanne Havelock
Women's Secretariat

Appendix G

Terms of Reference
Steering Committee on Employment Equity

Preamble

The Government of Saskatchewan is committed to building a skilled and balanced workforce where opportunities are provided on the basis of merit.

Employment equity is a process adopted to ensure equitable representation of designated groups throughout the workplace and to remedy and prevent the effects of intentional and systemic discrimination.

Roles and Responsibilities

The Steering Committee on Employment Equity:

- interprets Cabinet policy
- provides leadership in achieving employment equity goals in the Executive Government, and Treasury Board and Crown corporations
- focuses on the administration and monitoring of employment equity policy, to ensure that it is respected in both letter and in spirit
- facilitates the following implementation strategies:
    - action plans to increase numeric representation
    - elimination of direct and systemic barriers
    - execution of special measures on behalf of the designated groups

The Steering Committee is chaired by the Deputy Minister to the Premier.

The membership includes permanent heads of various central agencies, departments and corporations representative of the government as a whole.

The Committee ensures that appropriate Ministers and Cabinet are regularly informed of progress made on all designated groups.

The Committee obtains planning, policy development, monitoring, evaluative and coordinative services from the Public Service Commission and Executive Council. Implementation and delivery of employment equity initiatives is the responsibility of the Public Service Commission for Executive Government, and of each individual Crown/Treasury Board corporation.

Cabinet:

- determines policy
- interprets Cabinet policy and decisions
- develops policy for Cabinet review
- directs and controls implementation of employment equity in public sector
- monitors and evaluates initiatives and results of departments and policy proposals from the joint union committees and the Standing Advisory Committee

Public Service Commission:

- provides advisory services, assistance and support
- implements fair and equitable recruitment and staffing procedures in Executive Government
- ensures all government employment policy and practices are consistent with and responsive to employment equity goals
- chairs Standing Advisory Committee in Executive Government consisting of Labour, Indian and Metis Affairs Secretariat, Women's Secretariat, SGEU and CUPE representatives which is responsible for monitoring departments' progress, and proposed enforcement mechanisms

Executive Council:

- chairs interdepartmental committee regarding expansion of employment equity to third party agencies and private sector

Departments:

- are responsible for implementation of employment equity policy and programs
- are accountable for results within the department

Employment Equity Council:

- all departments are represented on the Council by their departmental employment equity coordinator
- facilitates information exchange, and consultation with departments
- provides a formal coordinating mechanism

Joint Union/Government Committees:

- plan, implement and monitor employment equity activities and progress

Crown/Treasury Board Corporations:

- plans, implements and evaluates their individual employment equity programs

APPENDIX H

I. IMPROVEMENT OF EMPLOYMENT EQUITY IN THE PUBLIC SERVICE

1. RECRUITMENT AND SELECTION

BARRIERS	SOLUTIONS	RESPONSIBILITIES
TARGET GROUP MEMBERS DO NOT APPLY FOR POSITIONS IN GOVERNMENT	• Review every competition as a potential position for target group applicants • Approach target group candidates in educational institutions in early stages and persuade them to consider public service as a career • Network and aggressively seek candidates through agencies and from educational institutions • Develop a systematic approach with departments to ensure every competition is reviewed to ensure target group members have access to each position • Word advertisements which explicitly encourage target group members to apply	PSC; Departments
	• Establish an early employment program based on the co-op education model specifically for target group members. Targeted developmental and training positions may be arranged for 4 to 24 months • Provide opportunities and seek candidates for executive exchanges between government and non-government organizations	Departments, PSC, SGEU, CUPE
HIRING PRACTICES ARE INTIMIDATING	Identify and eliminate systemic barriers (study in progress)	PSC; SGEU
SENIORITY AND MERIT PRINCIPLES MAY REDUCE TARGET GROUP OPPORTUNITIES	In consultation with SGEU, use Article 5 and non-Article 5 (Category X) positions to increase opportunities	PSC; SGEU; Departments
	PSC (lead), Labour, IMAS, introduce employment equity into collective bargaining negotiations with SGEU and CUPE to give target group members access to all vacant government positions	PSC; IMAS; Disabilities Directorate - Labour; SGEU; CUPE
	Use Regulation 7.23 of The Public Service Act for appointments as a last resort	PSC; Departments
DIRECTION FOR TARGETING OF VACANT POSITIONS IS ABSENT	Set targets based on department employment equity plans developed from workforce analyses, estimation of vacancies and labour force representation and availability	PSC; Labour; SGEU; CUPE; Departments
INVENTORIES OF RESUMES OF TARGET GROUP MEMBERS ARE LACKING	Expand and update inventories of resumes, using computerized systems to ensure that every competition is provided with qualified candidates	PSC; Disabilities Directorate-Labour
	Publicize services available to departments, agencies and target group members	Indian & Metis Affairs Secretariat; Disabilities Directorate-Labour; Women's Secretariat; PSC
TARGET GROUP MEMBERS DO NOT SELF-IDENTIFY	Revise application and workforce survey forms Foster a positive work environment conducive to self-identification Include employment equity information in orientation packages and seminars	PSC; Departments

H. IMPROVEMENT OF EMPLOYMENT EQUITY IN THE PUBLIC SERVICE

2. EDUCATION AND AWARENESS

BARRIERS	SOLUTIONS	RESPONSIBILITIES
SOME MANAGERS AND EMPLOYEES HAVE DISCRIMINATORY ATTITUDES AND BEHAVIOUR	Establishing a service-wide union/management committee to determine the principles of an educational program to prevent and correct discriminatory behaviour at work, based on race, ethnic background and gender. The committee would develop a plan for review for Planning and Priorities Committee by August, 1993. Departments would cost share expenses related to the planning and implementation of the program.	Disabilities Directorate-Labour; Indian & Metis Affairs Secretariat; Women's Secretariat; PSC; Municipal Government (Multiculturalism Branch) Departments, SGEU, CUPE
EMPLOYEES ARE UNAWARE OF EMPLOYMENT EQUITY OBJECTIVES AND ACTIVITIES	Distribute brochures/pamphlets/posters among staff	PSC; Departments; SGEU; CUPE
	Designate an Employment Equity Week in Executive Government; undertake activities which promote the program	
SENIOR MANAGEMENT IS NOT COMMITTED AND THEREFORE DOES NOT PROVIDE LEADERSHIP	Encourage senior management to support program via memos, presence at seminars, management meetings, and by example	Departments; PSC
	Permanent heads assign senior management to act as employment equity co-ordinators who oversee department's programs and are directly responsible to the permanent heads	Departments

H. IMPROVEMENT OF EMPLOYMENT EQUITY IN THE PUBLIC SERVICE

3. DEVELOPMENTAL OPPORTUNITIES

BARRIERS	SOLUTIONS	RESPONSIBILITIES
TARGET GROUP MEMBERS ARE UNAWARE OF DEVELOPMENTAL OPPORTUNITIES	Publicize promotional and developmental opportunities; approach eligible target group members to encourage them to apply	Departments; PSC
MANAGERS ARE NOT AWARE OF NEED TO COUNSEL TARGET GROUP TO UPGRADE SKILLS	Directly provide or refer to other agencies for career counselling services to target group members	Departments; PSC
	Budget for scholarships for target group members to enter non-traditional positions or to upgrade their qualifications	
FORMAL SUPPORT MECHANISMS OR RETENTION POLICIES ARE NON-EXISTENT	Arrange for: . job sharing . variable hours . job carving . mentoring	Departments; PSC; SGEU; CUPE
	Establish special training programs for target group members: . bridging for non-traditional positions . management training designed specifically for target groups . select employees for "fast tracking" within the public service . on-the-job training for target groups	Departments; PSC
	Give preference to target group members when approving tuition and book allowances, education leaves, secondments, TPHD and special projects	Departments

H. IMPROVEMENT OF EMPLOYMENT EQUITY IN THE PUBLIC SERVICE

4. MONITORING AND COMPLIANCE

BARRIERS	SOLUTIONS	RESPONSIBILITIES
MONITORING SYSTEMS FOR ANALYZING RESULTS ARE WEAK	Base performance appraisals and pay on employment equity results	Executive Council
	Set employment equity goals as part of permanent heads and manager's job performance expectations Require departments to analyze their employment equity strategy, identify systemic barriers and propose solutions for eliminating barriers	Departments; Executive Council
NO COMPLIANCE METHODS ARE IN PLACE	Establish the Standing Advisory Committee which will advise, monitor and make recommendations to enforce departments' employment equity plans	Labour; PSC; IMAS; Women's Secretariat; Department of Municipal Government
	Direct the Employment Equity Steering Committee to monitor the progress of departments on a quarterly basis and take corrective action where appropriate	Executive Council; PSC
	Conduct exit interviews to determine reasons for terminations and to identify barriers Implement plan for the inclusion of visible minorities as a target group and mechanisms to assist the retention of target group employees	Departments; SGEU; CUPE
STRUCTURED RACISM AND SYSTEMIC BARRIERS	Review and monitor systems, procedures and standards to identify barriers based on race and disability, and take corrective action	Executive Council; IMAS

5. ACCESSIBILITY

BARRIERS	SOLUTIONS	RESPONSIBILITIES
GOVERNMENT OFFICES ARE NOT PHYSICALLY ACCESSIBLE	Implement a policy requiring all government-owned offices be made accessible; negotiate new and renewed rental leases, based on accessibility requirements	SPMC; Disabilities Directorate-Labour
WORKPLACES ARE NOT CONDUCIVE TO HIRING PERSONS WITH DISABILITIES	Ensure that systems are in place to facilitate the retention of employees with disabilities, e.g. a formal attendant care program	Departments Disabilities Directorate - Labour
	Use a "barrier checklist" to ensure that meeting rooms, washrooms, etc. are accessible when planning conferences, seminars and meetings,	Departments Disabilities Directorate - Labour

H. IMPROVEMENT OF EMPLOYMENT EQUITY IN THE PUBLIC SERVICE

6. OTHER

BARRIERS	SOLUTIONS	RESPONSIBILITIES
LACK OF SYSTEMATIC APPROACH TO IDENTIFYING JOB OPPORTUNITIES FOR DESIGNATED GROUPS AND THE NECESSARY SKILL REQUIREMENTS	Develop strategic partnerships with employers, Aboriginal, disabled, cultural, and women's communities to facilitate training, career development and recruitment for designated groups.	PSC; Indian & Metis Affairs Secretariat; Disabilities Directorate - Labour; Municipal Government; Women's Secretariat
	Work with Aboriginal authorities to develop co-managed approaches for the devolution of government services. This devolution will impact on education and skills training for Aboriginal people.	PSC; Indian & Metis Affairs Secretariat;
	Compile better information about projected government occupations in demand to be shared with educational institutions	Labour; PSC